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## TABLE OF CONTENTS


| | Page |
|---|---|
| Letter of Transmittal | 2 |
| Organization and Scope | 3 |
| The General Manager's Report | 4 |
| The Year at a Glance | 5 |
| Total Liquor Consumption — Volume (Pie Chart) | 6 |
| Total Liquor Sales — Dollars (Pie Chart) | 7 |
| Retail Price Breakdown | 8 |
| Volume Sales (Bar Graph) | 9 |
| Dollar Sales (Bar Graph) | 10 |
| Organization Chart | 11 |
| Comparative Classification of Sales | 12 |
| Audit | 13 |
| Financial Statements | 14 |
| Operating Expenses | 19 |
| Communications | 20 |
| Corporate Planning and Research | 21 |
| Distribution | 22 |
| Finance | 23 |
| Internal Audit | 24 |
| Legal Services | 25 |
| Personnel | 26 |
| Purchasing | 28 |
| Security | 31 |
| Store Operations | 32 |
| Systems and Data Processing | 34 |
| Summary of Store Sales | 35 |

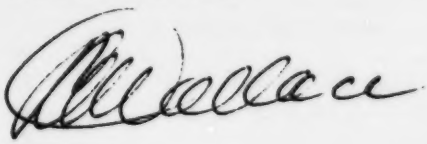
December 31, 1984

Honourable James J. Hewitt
Minister of Consumer and Corporate Affairs
Parliament Buildings
Victoria, British Columbia

Sir:

I have the honour to transmit herewith the Sixty-third Annual Report of the Liquor Distribution Branch, covering the year ended March 31, 1984.

I have the honour to be,
Sir,
Your obedient servant,



R.A. Wallace
General Manager

## ORGANIZATION AND SCOPE

The *Moderation Act* of 1921 established the provincial government as exclusive importer, shipper and seller of alcoholic beverages in British Columbia. In June of that year, the first liquor stores opened for business under the Liquor Control Board.

The Liquor Control Board was responsible for all liquor activities under Government control until 1975, when it was abolished and government liquor operations were reorganized. Two Branches, currently under the Ministry of Consumer and Corporate Affairs, were created to handle the separate but closely related areas of distribution and control and licensing.

The purpose of the Liquor Distribution Branch is, in accordance with the *Liquor Distribution Act,* to provide service acceptable to consumers, achieve established financial returns, provide suppliers with a controlled access to the marketplace on a fair and equitable basis and encourage moderation and maturity in the use of alcoholic products.

The Liquor Distribution Branch is solely responsible for the selection, purchase, pricing and distribution of all alcoholic beverages (wine, spirits and beer) throughout the province, through a retail store system and to license-holders. The Branch handles duty-paid and in-bond products and bottles its own line of private label products. All financial returns from retail liquor sales and licensee assessments are controlled by the Branch.

The Liquor Control and Licensing Branch is responsible for the receipt of applications, approval and issuing of licenses to all liquor outlets other than retail stores (i.e. hotels, restaurants, clubs) and oversees and controls the performance of the licensees. As well, the Branch licenses all wineries, breweries and distillers in the province and their agents, and monitors and controls liquor advertising and sales promotion. With Headquarters in Victoria, the Liquor Control and Licensing Branch has inspection offices around British Columbia.

## THE GENERAL MANAGER'S REPORT

It has been my pleasure to serve as General Manager for the year covered by this report.

During 1983/84, the Liquor Distribution Branch continued as a consumer-oriented, progressive retail organization committed to service and social responsibility within its large operations.

As a major revenue producing body, the Branch transferred $347,026,858 to the province, an increase of 4.3 per cent over the previous fiscal year.

I want to take this opportunity to publicly thank the staff of the Branch for their response to the government's restraint measures. It was their combined efforts that enabled the Branch to achieve its fiscal goal. Complete operational highlights and the Branch's audited financial statements for the year are provided in the following sections of this report.

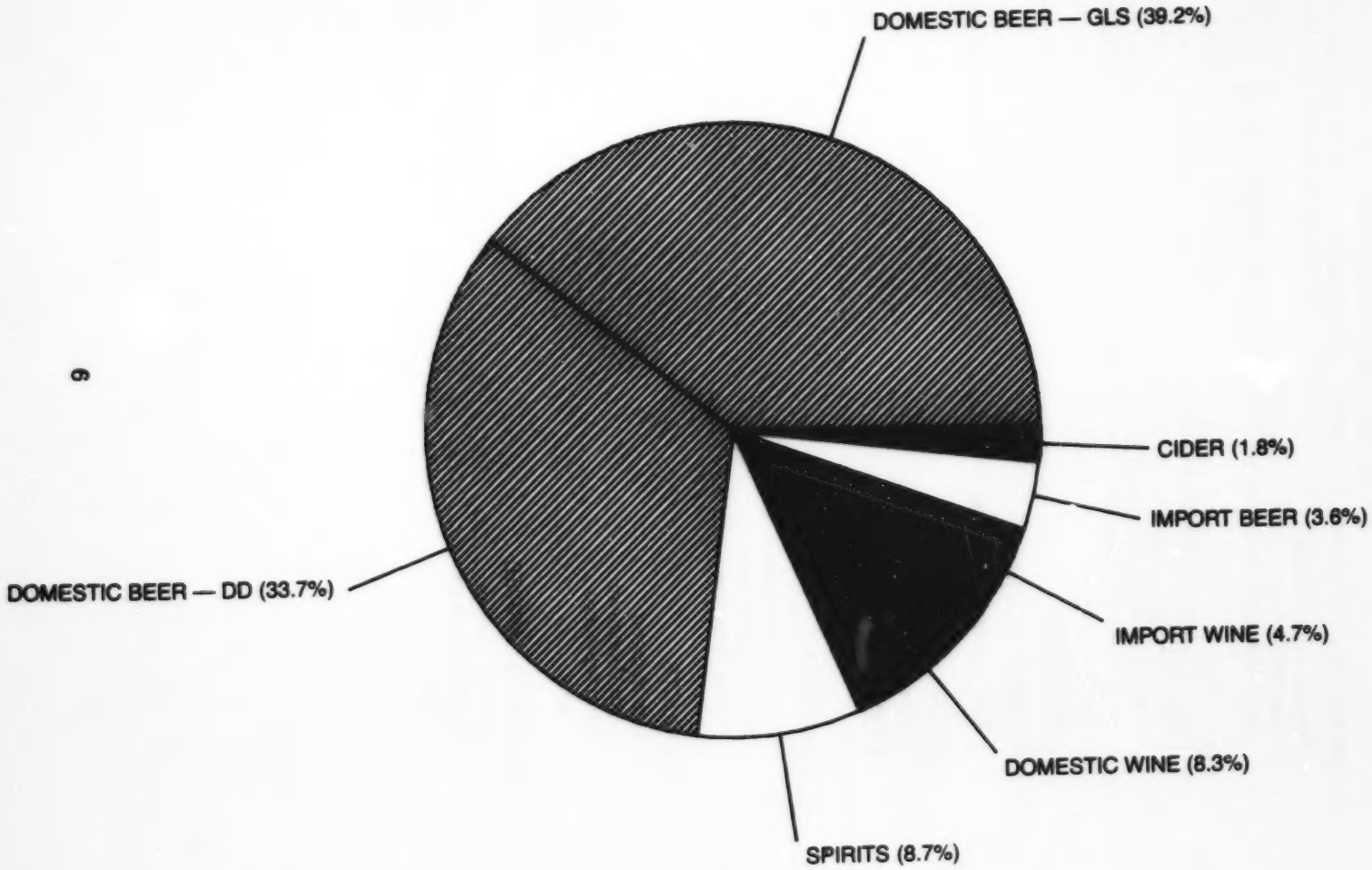
## THE YEAR AT A GLANCE

For the Year Ended March 31, 1984

| | |
|---|---|
| **SALES** | |
| Through Liquor Stores | $ 735,879,918 |
| Counter | $ 121,631,575 |
| Licensee | $ 857,511,493 |
| Direct Deliveries to Licensees | $ 152,979,465 |
| Malt Liquor | $1,010,490,958 |
| All Sales Total | |
| **REVENUE** | |
| Net Revenue | $ 349,518,873 |
| **OPERATING EXPENSES** | |
| Total Operating Expenses | $ 99,893,324 |
| **STORES** | |
| Government Liquor Stores | 217 |
| Agency Stores | 95 |
| Total Outlets | 312 |
| **PERSONNEL** | |
| Regular Employees | 1,787 |
| Auxiliary Employees | 1,366 |
| Total Personnel | 3,153 |
| **PRODUCTS** | |
| Cases Shipped | |
| From Vancouver | 6,721,438 |
| From Kamloops | 1,541,747 |
| Total | 8,263,185 |
| **PRODUCTS CARRIED** | |
| General Listings | 1,340 |
| Specialty Listings | 447 |
| Total | 1,787 |

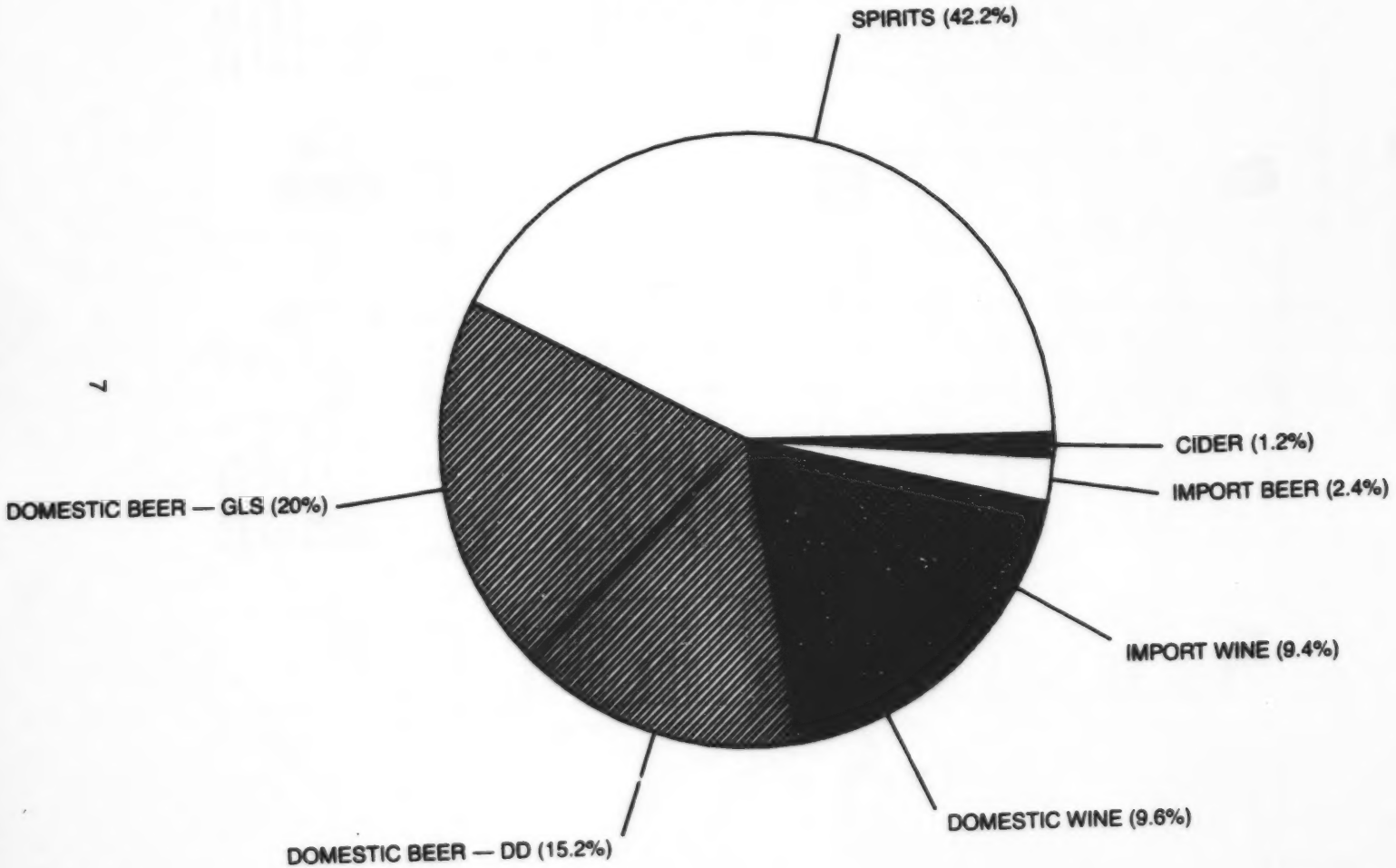
TOTAL LIQUOR CONSUMPTION, FISCAL 83/84

TOTAL = 2 969 838 HECTOLITRES



TOTAL LIQUOR SALES, FISCAL 83/84

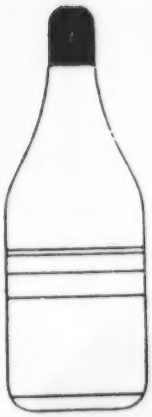
TOTAL SALES = $1,009,680,026



## RETAIL PRICE BREAKDOWN

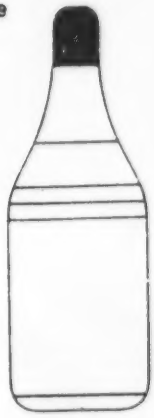
Examples as at March 31, 1984

B.C. Table Wine
750 ml bottle



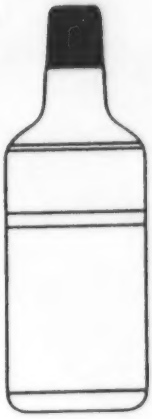
| | |
|---|---|
| Prime Cost from Supplier | 1.87 |
| Freight | .03 |
| Federal Excise Tax | .30 |
| Federal Sales Tax | .26 |
| LDB Markup | 1.23 |
| Provincial Sales Tax | .26 |
| **Total Cost to Consumer** | **3.95** |

Imported Table Wine
750 ml bottle



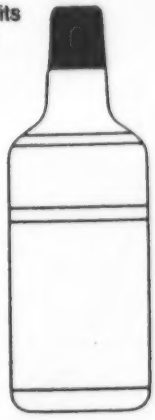
| | |
|---|---|
| Prime Cost from Supplier | 1.17 |
| Freight | .65 |
| Federal Import Duty and Excise Tax | .36 |
| Federal Sales Tax | .18 |
| LDB Markup | 2.59 |
| Provincial Sales Tax | .35 |
| **Total Cost to Consumer** | **5.30** |

Domestic Spirits
710 ml bottle



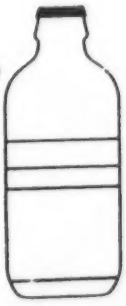
| | |
|---|---|
| Prime Cost from Supplier | 1.98 |
| Freight | .05 |
| Federal Excise Duty | 2.74 |
| Federal Sales Tax | .57 |
| LDB Markup | 6.15 |
| Provincial Sales Tax | .81 |
| **Total Cost to Consumer** | **12.30** |

Imported Spirits
710 ml bottle



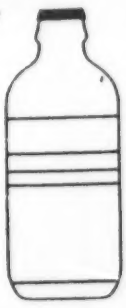
| | |
|---|---|
| Prime Cost from Supplier | 2.62 |
| Freight | .37 |
| Federal Import Duty | 2.80 |
| Federal Sales Tax | .65 |
| LDB Markup | 7.76 |
| Provincial Sales Tax | 1.00 |
| **Total Cost to Consumer** | **15.20** |

Regular Bottled
Domestic Beer
(Case of 12 × 341 ml)



| | |
|---|---|
| Prime Cost from Supplier | 3.77 |
| Federal Excise Duty | .71 |
| Federal Sales Tax | .53 |
| LDB Markup | 2.51 |
| Provincial Sales Tax | .53 |
| **Total Cost to Consumer** | **8.05** |

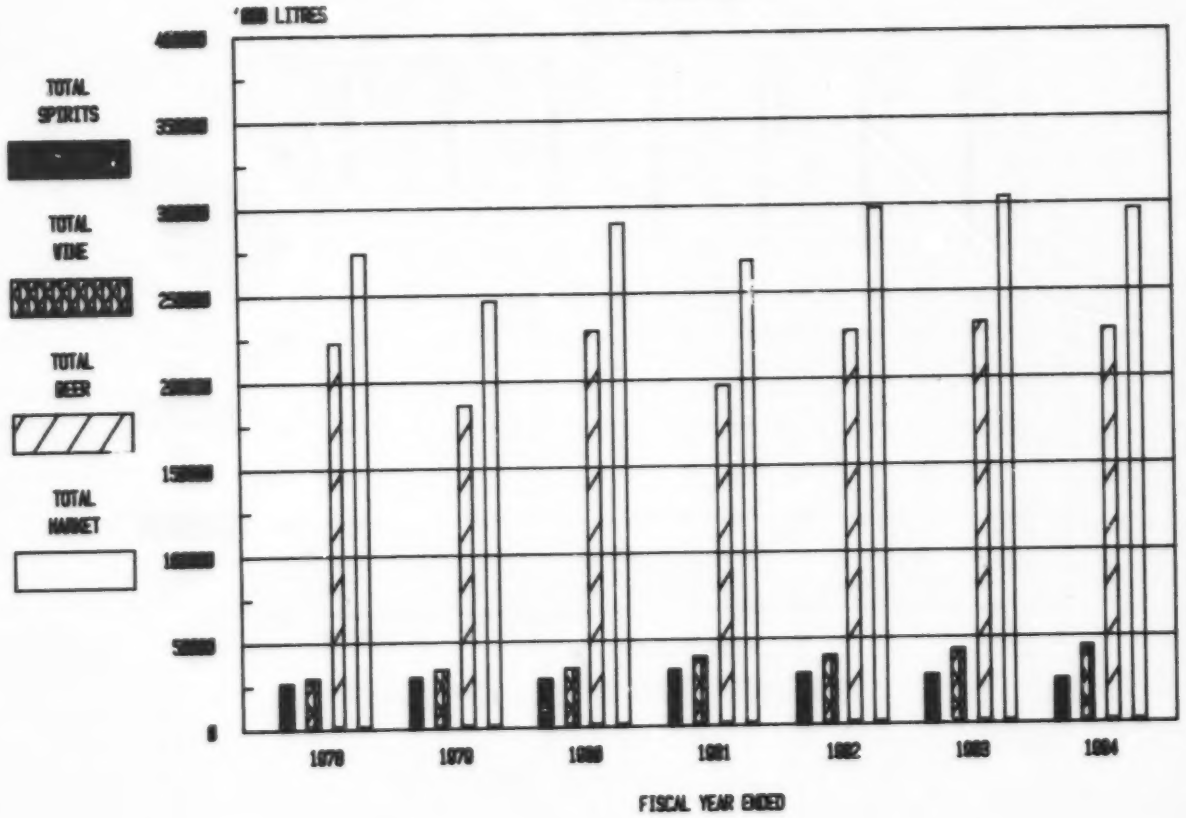
Bottled Imported Beer
(Case of 6 × 355 ml)

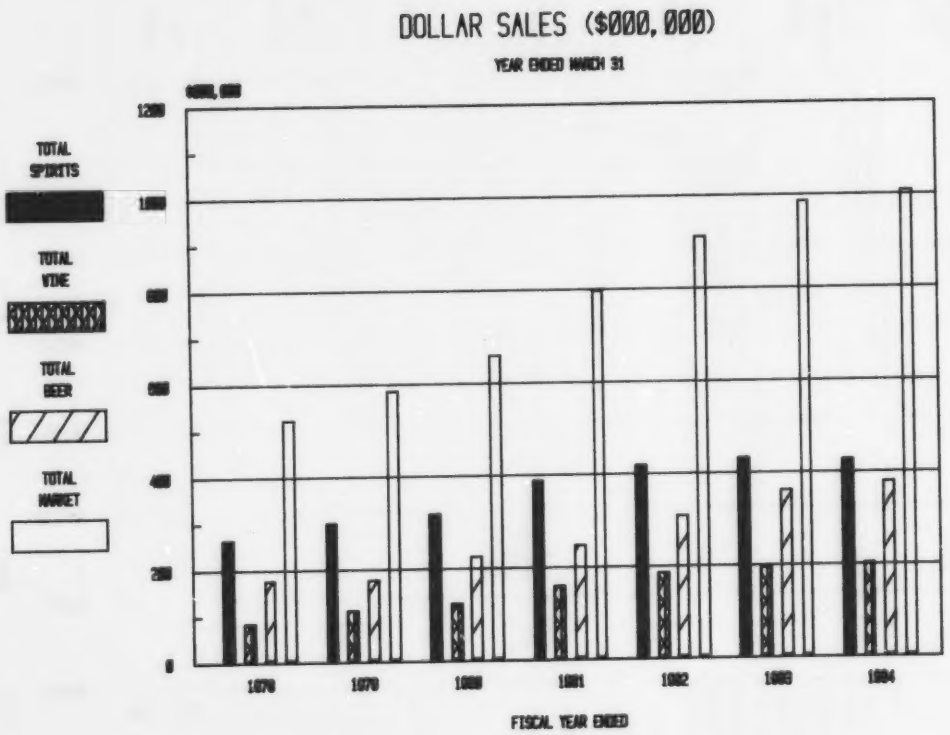


| | |
|---|---|
| Prime Cost from Supplier | 1.98 |
| Freight | .77 |
| Federal Import Duty | .51 |
| Federal Sales Tax | .30 |
| LDB Markup | 2.94 |
| Provincial Sales Tax | .45 |
| **Total Cost to Consumer** | **6.95** |

# VOLUME SALES ('000 LITRES)

YEAR ENDED MARCH 31




DOLLAR SALES ($000,000)
YEAR ENDED MARCH 31
TOTAL SPIRITS
TOTAL WINE
TOTAL BEER
TOTAL MARKET
1200
800
400
0
1978
1979
1980
1981
1982
1983
1984
FISCAL YEAR ENDED

## ORGANIZATION CHART

As at March 31, 1984

| | |
|---|---|
| MINISTRY OF CONSUMER AND CORPORATE AFFAIRS | Minister — The Honourable J. J. Hewitt<br>Deputy Minister — M. A. Bodkin |
| B.C. LIQUOR DISTRIBUTION BRANCH | General Manager — R. A. Wallace |
| | Chief Auditor — D. W. Chung |
| | Communications Manager (Acting) — P. A. Vest |
| | Corporate Planning and Research Manager — S. M. Mark |
| | Director, Distribution — D. B. Wilkinson |
| | Manager, Employee Relations — K. L. Leigh |
| | Director, Finance — L. N. Dyer |
| | Director, Systems and Data Processing (Acting) — M. E. Smith |
| | Director, Purchasing — K. D. Brownlow |
| | Manager, Recruitment and Staff Development — P. A. Vest |
| | Executive Secretary — L. A. Burfoot |
| | Security Manager — J. R. Bowcott |
| | Director, Store Operations — C. E. Ruddick |

## COMPARATIVE CLASSIFICATION OF SALES

For the Year Ended March 31, 1984

| | 1984 | 1983 |
|---|---|---|
| | $ | $ |
| SPIRITS | | |
| Canadian | 309,962,259 | 312,620,975 |
| Imported | 116,283,991 | 117,701,288 |
| | 426,246,250 | 430,322,263 |
| WINES | | |
| British Columbia | 96,127,934 | 92,385,046 |
| Other Canadian | 444,256 | 941,199 |
| | 96,572,190 | 93,326,245 |
| Imported | 95,314,230 | 93,027,985 |
| | 191,886,420 | 186,354,230 |
| MALT LIQUOR (BEER) | | |
| Canadian | 354,902,123 | 342,722,257 |
| Imported | 24,307,760 | 16,210,559 |
| | 379,209,883 | 358,932,816 |
| CIDER | | |
| Canadian | 12,177,684 | 8,167,844 |
| Imported | 159,789 | 120,781 |
| | 12,337,473 | 8,288,625 |
| TOTAL LIQUOR SALES | 1,009,680,026 | 983,897,934 |
| Non-alcoholic Sales | 810,932 | 910,111 |
| TOTAL SALES | 1,010,490,958 | 984,808,045 |
| Less Direct Deliveries to Licensees (Malt Liquor) | 152,979,465 | 148,765,746 |
| TOTAL LIQUOR DISTRIBUTION BRANCH SALES | 857,511,493 | 836,042,299 |

## AUDIT

The accounts of the Liquor Distribution Branch presented in these financial statements are included in the Combined Financial Statements of the Province of British Columbia. Although an auditor's opinion has not been expressed on these financial statements, the accounts of the Branch have been examined as part of the audit of the Government's Combined Financial Statements.

## BALANCE SHEET

As at March 31, 1984

| | 1984 | 1983 |
|---|---|---|
| ASSETS — | $ | $ |
| CURRENT ASSETS | | |
| Cash (note 2) | 8,964,188 | 6,403,947 |
| Accounts receivable | 1,134,257 | 586,537 |
| Inventories | 37,244,846 | 39,893,813 |
| | 47,343,291 | 46,884,297 |
| FIXED ASSETS, at cost (note 3) | 32,715,187 | 30,030,094 |
| Less accumulated depreciation | 18,534,161 | 15,147,851 |
| | 14,181,026 | 14,882,243 |
| | 61,524,317 | 61,766,540 |
| LIABILITIES — | | |
| CURRENT LIABILITIES | | |
| Accounts payable and accrued liabilities | 37,228,065 | 39,962,303 |
| PROVINCE OF BRITISH COLUMBIA | | |
| Advance | 24,296,252 | 21,804,237 |
| | 61,524,317 | 61,766,540 |

Commitments and Contingencies (note 5)

The accompanying notes and Schedule 1 are an integral part of these financial statements.

Approved by:

R. A. Wallace, General Manager

L. N. Dyer, Director of Finance

## STATEMENT OF INCOME

For the Year Ended March 31, 1984

| | 1984 | 1983 |
|---|---|---|
| | $ | $ |
| Sales (note 4) | 857,511,493 | 836,042,299 |
| Cost of Merchandise Sold | 462,617,162 | 450,062,238 |
| | 394,894,331 | 385,980,061 |
| Provincial Malt Levy (note 4) | 50,830,426 | 47,728,689 |
| | 445,724,757 | 433,708,750 |
| Operating Expenses (Schedule 1) | 99,893,324 | 98,371,282 |
| | 345,831,433 | 335,337,468 |
| Other Income | 3,687,440 | 1,751,176 |
| Net Income | 349,518,873 | 337,088,644 |

## STATEMENT OF CHANGES IN PROVINCE OF BRITISH COLUMBIA ADVANCE

For the Year Ended March 31, 1984

| | 1984 | 1983 |
|---|---|---|
| | $ | $ |
| Balance at beginning of year | 21,804,237 | 17,327,575 |
| Net Income | 349,518,873 | 337,088,644 |
| Cash payments to Provincial Treasury | (347,026,858) | (332,611,982) |
| Balance at end of year | 24,296,252 | 21,804,237 |

## STATEMENT OF CHANGES IN FINANCIAL POSITION

For the Year Ended March 31, 1984

| | 1984 | 1983 |
|---|---|---|
| | $ | $ |
| **FUNDS DERIVED FROM:** | | |
| Operations | | |
| Net Income | 349,518,873 | 337,088,644 |
| Add charges (credits) not affecting working capital | | |
| Depreciation | 3,922,960 | 3,693,543 |
| Gain on disposal of fixed assets | (1,622,166) | (15,857) |
| | 351,819,667 | 340,766,330 |
| Proceeds on disposal of fixed assets | 1,662,766 | 15,857 |
| | 353,482,433 | 340,782,187 |
| **FUNDS APPLIED TO:** | | |
| Acquisition of fixed assets | 3,262,343 | 2,927,287 |
| Cash payments to the Provincial Treasury | 347,026,858 | 332,611,982 |
| | 350,289,201 | 335,539,269 |
| **INCREASE IN WORKING CAPITAL** | 3,193,232 | 5,242,918 |
| **WORKING CAPITAL AT BEGINNING OF YEAR** | 6,921,994 | 1,679,076 |
| **WORKING CAPITAL AT END OF YEAR** | 10,115,226 | 6,921,994 |
| **WORKING CAPITAL** | | |
| Current Assets | 47,343,291 | 46,884,297 |
| Current Liabilities | 37,228,065 | 39,962,303 |
| Working Capital at End of Year | 10,115,226 | 6,921,994 |

## NOTES TO FINANCIAL STATEMENTS

For the Year Ended March 31, 1984

1. SIGNIFICANT ACCOUNTING POLICIES:

Revenues and expenses are reflected on an accrual basis.

Merchandise inventory is valued at its latest landed cost. Customs and excise taxes are not included in the value of inventory where payment is due upon shipment from the bonded warehouse.

Expenditures for buildings, leasehold improvements, furniture, fixtures and equipment are capitalized and are subject to depreciation on a straight line basis as follows:

| | |
|---|---|
| Buildings | 7½ per cent per annum |
| Leasehold Improvements | a minimum of 10 per cent per annum or a rate sufficient to write off the cost over the remaining life of the respective lease. |
| Furniture, Fixtures and Equipment | 25 per cent per annum |

2. CASH:

| | 1984 | 1983 |
|---|---|---|
| | $ | $ |
| Cash on hand and in banks (overdraft) | (808,190) | (2,209,943) |
| Cash in transit | 9,772,378 | 8,613,890 |
| | 8,964,188 | 6,403,947 |

3. FIXED ASSETS:

| | 1984 | | 1983 | |
|---|---|---|---|---|
| | Cost | Accumulated Depreciation | Cost | Accumulated Depreciation |
| | $ | $ | $ | $ |
| Land | 1,124,183 | — | 1,135,423 | — |
| Buildings | 11,382,755 | 5,652,725 | 10,998,648 | 5,153,224 |
| Leasehold Improvements | 4,584,261 | 1,478,465 | 3,518,584 | 927,091 |
| Furniture, Fixtures and Equipment | 15,623,988 | 11,402,971 | 14,377,439 | 9,067,536 |
| | 32,715,187 | 18,534,161 | 30,030,094 | 15,147,851 |
| Net Book Value | 14,181,026 | | 14,882,243 | |

4. SALES:

Included in sales are non-alcoholic items amounting to $810,932 (1983 — $910,111).

Sales made directly to Licensed Establishments by authorized Brewers' agents on behalf of the Liquor Distribution Branch totaling $152,979,465 (1983 — $148,765,746) are not included in the sales reported by the Branch. The Provincial Malt Levy reported on the Income Statement represents the margin on these sales.

Sales made directly to the Public by authorized Commercial Winery Agency stores of $2,139,666 (1983 — $1,113,727) are not included in the sales reported by the Branch.

5. COMMITMENTS AND CONTINGENCIES:

Employees of the Branch contribute to the Public Service Superannuation Fund up to 7 per cent of their salaries for basic pension purposes, which includes a portion of cost-of-living indexed increases in pension benefits. The contributions shown in the Schedule include in addition to matching employee contributions, an additional 2.5 per cent of gross payroll for 1984 whereas in 1983 the Branch paid supplementary assessments ($2,293,987) to fund any deficiency in pensions for employees who retired during the year.

An actuarial evaluation of the Public Service Superannuation Fund was made at March 31, 1980. Details of the unfunded liability are described in the Public Accounts of British Columbia. The portion of the unfunded liability attributable to the Liquor Distribution Branch was not determined by the actuary.

The Branch maintains inventory in its bonded warehouse for which Federal Taxes have neither been paid nor recorded. As at March 31, 1984, the future liability for these taxes approximates $6,000,000.

In 1979, a procedure to warehouse imported stocks by Suppliers' Agents was implemented. Under this concept, the Branch has a contractual obligation to purchase all inventories held by the agent should he opt out of the program. The obligation of the Branch should all agents choose to terminate their contracts, totals approximately $19,200,000 for agents and $10,600,000 for federal taxes as at March 31, 1984.

Total commitments to March 31, 1984 for lease of premises amount to $36,050,000. Of this $5,955,000 becomes payable during the year ending March 31, 1985.

6. Certain comparative figures for the previous year have been reclassified to conform with the March 31, 1984 financial statement presentation.

Schedule 1

## OPERATING EXPENSES

For the Year Ended March 31, 1984

| | Warehouse | Retail Store | Administration | 1984 Total | 1983 Total |
|---|---|---|---|---|---|
| | $ | $ | $ | $ | $ |
| Salaries and Wages | 4,461,208 | 47,853,553 | 7,076,687 | 59,391,448 | 58,297,214 |
| Superannuation Fund | 323,548 | 3,394,093 | 500,720 | 4,218,361 | 5,058,675 |
| Unemployment Insurance | 108,377 | 1,136,897 | 167,723 | 1,412,997 | 950,238 |
| Dental and Extended Health | 82,591 | 866,394 | 127,816 | 1,076,801 | 743,489 |
| Canada Pension | 60,709 | 636,853 | 93,953 | 791,515 | 729,466 |
| B.C. Medical | 47,823 | 501,670 | 74,009 | 623,502 | 589,401 |
| Workers' Compensation Board | 39,937 | 418,943 | 61,805 | 520,685 | 573,200 |
| Long-Term Disability | 30,287 | 317,716 | 46,872 | 394,875 | 374,675 |
| B.C. Housing & Emp. Dev. Bonds | 24,339 | 255,322 | 37,667 | 317,328 | — |
| Group Insurance | 18,029 | 189,126 | 27,901 | 235,056 | 201,572 |
| Rents | 228,943 | 6,743,928 | 265,532 | 7,238,403 | 6,758,793 |
| Depreciation | 858,754 | 2,589,695 | 474,511 | 3,922,960 | 3,693,543 |
| Data Processing | — | — | 3,843,139 | 3,843,139 | 4,512,341 |
| Freight to Stores | — | 3,657,258 | — | 3,657,258 | 3,681,137 |
| Light, Water and Fuel | 374,154 | 1,419,521 | 13,179 | 1,806,854 | 1,592,864 |
| Sundries | 85,354 | 234,222 | 1,142,311 | 1,461,887 | 1,457,839 |
| Agency Commissions | — | 1,411,122 | — | 1,411,122 | 1,153,071 |
| Repairs and Maintenance | 92,518 | 744,764 | 518,773 | 1,356,055 | 1,116,859 |
| Store Wrapping Services | — | 974,158 | — | 974,158 | 987,992 |
| Travelling | 8,887 | 512,365 | 395,503 | 916,755 | 983,940 |
| Printing, Stationery and Postage | 7,122 | 53,872 | 849,913 | 910,907 | 1,070,110 |
| Janitorial and Scavenging | 31,879 | 505,373 | 152,305 | 689,557 | 636,364 |
| Telephone and Telegraph | 54,780 | 191,269 | 396,872 | 642,921 | 542,854 |
| Armoured Car Service | — | — | 610,898 | 610,898 | 496,398 |
| Warehouse Equipment Costs | 443,230 | — | — | 443,230 | 361,332 |
| Property Charges | 315,274 | 98,211 | 7,593 | 421,078 | 449,517 |
| Bank Charges | — | — | 373,066 | 373,066 | 373,326 |
| Staff Benefits | 1,041 | 42,168 | 83,280 | 126,489 | 161,284 |
| Litter Act - Container Disposal Cost | — | — | 104,019 | 104,019 | 823,788 |
| Totals | 7,698,784 | 74,748,493 | 17,446,047 | 99,893,324 | 98,371,282 |

## COMMUNICATIONS

The Communications Division was responsible for internal and external public relations and information programs directed at Branch employees, customers, suppliers, licensees, media, special interest groups and government.

As a means of reducing costs and providing better customer service, the Branch's *Product Catalogue* was changed to a magazine format under the auspices of publisher "T.V. Week Canada Ltd". The Catalogue was produced entirely in B.C. and its production costs borne by the publishers. The contract to publish the magazine was awarded after reviewing proposals submitted in response to the public tender. *Cheers* magazine provides Branch product and price information, as well as editorials, feature articles and recipes for our customers' benefit. The Acting Communications Manager participated as the Branch representative on the Ministry's Status of Women group and initiated monthly film showings on relevant topics. Also, the Manager participated as a member of the Branch's Merchandising Committee which operated under the guidance of Store Operations.

News releases and notices were issued to explain and/or announce new stores, products, prices and other Branch activities. The *Weekly News* and *GrapeVine* staff publications were produced regularly. The *Annual Report* and *Financial Statements* also were produced in accordance with provincial legislation.

## CORPORATE PLANNING AND RESEARCH

Fiscal 1983/84 saw this Division's fourth year of research and planning activities. Although no formal survey work was undertaken this year, the Division continued to provide the Store Operations Department with area/market analyses and store size recommendations. Extensive research was also undertaken with the Distribution Department in terms of examining our present facilities, looking at future requirements, and developing options to meet future demand. Further research was performed on various policy issues affecting the Branch.

In fulfilling its commitment to monitor the marketplace and report on consumer buying patterns, the Division issued Monthly Sales Reports, published the *Quarterly Market Review*, and provided other sales analyses and information as requested.

## DISTRIBUTION

The Distribution Department distributed beverage spirits to 217 retail government liquor stores located throughout the province. The 95 agency stores located throughout the province were serviced from their nearest government liquor store. All products, including dry goods, were distributed by the Distribution Department, with the exception of domestic beer, which is handled by private sector breweries. During the 1983/84 fiscal year, 8.26 million cases were distributed by the Department, which represents a 1.5 per cent increase over the previous year's volume of 8.15 million cases. The increase is attributable to the large growth in cider and import beer products.

The three distribution facilities in the province are: (1) the Vancouver Distribution Centre, housing the Head Office, Bottling operations and licensee liquor store complex, serves the Greater Vancouver Regional District, Fraser Valley, Vancouver Island, Coastal and far North areas; (2) the Kamloops Distribution Centre serves the interior liquor stores of the province; and, (3) the Lake City Warehouse, Burnaby, stores and distributes all dry goods for all Branch facilities, and is utilized as a product overflow warehouse during peak operating periods.

The Distribution support system includes the Administration/Systems Division which controls inventory and processes store orders transmitted by telephone. The Traffic Division maintains a cost effective freight program and operates the Branch truck fleet of five delivery vans which provides delivery service to the greater Vancouver region. The Operations Division physically handles the product in the Distribution Centres. Each day the Vancouver Distribution Centre handles, 25,000 to 30,000 cases and distributes product to approximately 60 stores. To handle this high volume effectively, the Vancouver Distribution Centre operates on a three shift basis during the week. The Kamloops Distribution Centre operates on a single shift because of its smaller volume, 4,000 to 6,000 cases to approximately 20 stores per day.

During the 1983/84 fiscal year, the Distribution Department concentrated its efforts on improving its service level to the stores. Also, two important projects commenced during the year and will be carried over to the next year; Metrification — the conversion of 25 oz. imperial bottles to 750 ml metric size, and, Systems Development, which will see our outdated warehouse system replaced with a new, all inclusive system.

## FINANCE

The responsibilities of the Finance Department are directed toward the management of the financial affairs of the Branch. With emphasis on a professional approach, the department policy stresses accountability and effective financial control of Branch assets, revenues and expenditures. The result is the delivery of appropriate financial information to management in a timely fashion.

The structure of the Department is along functional lines and accordingly, includes sections involved with: financial reporting, disbursement accounting, accounts receivable, payroll, retail store accounting, financial systems, budgets, financial analysis, customs and excise, product costing, administration and office services.

As would be expected, automated systems are of major significance to the Finance Department. During the year, work commenced on metrification of all product data, with completion scheduled for 1984/85. Similarly, a project for the development of computer software for automation of Customs documentation got underway.

By far the largest project involved the implementation of a bi-weekly payroll system. In spite of extremely tight time constraints, the project team brought this very powerful system on stream on January 1, 1984, on time and within budget. As a result, much of the annual analysis related to employment has been automated and considerable additional data is now available.

From time to time, operational change occurs within the Branch. During the year, some adaptation of the data collection and reporting system was necessary to accommodate the relatively new cottage breweries and brew pubs. Other enhancements are planned to tie in with the procedures applicable to beer stores and commercial winery agency stores.

Additional refinement to the store data collection system has automated the production of "cashier efficiency" reports thereby increasing the timeliness and value of this information. The accumulation of other store statistics has been improved to provide timely and accurate reporting and to support ongoing monitoring and control of in-store shrinkage.

The dissemination of financial policy and procedures was aided with the completion of a major update to the store accounting manual. Also, a new manual has been written setting out the procedures for operation and control of the Branch "stock master", the key file which contains data on each of the products listed by the Branch.

Department management has set out a "business plan" for the forthcoming fiscal year which contemplates considerable automated assistance and emphasis on the provision of financial data and analysis.

## INTERNAL AUDIT

The Audit Division has continued to concentrate on improving the efficiency and productivity of the audit function in keeping with the government's restraint program.

New techniques and procedures using a micro-computer were implemented. Training and development in E.D.P. audit techniques, comprehensive auditing, audit evidence, internal controls, flowcharting and documentation procedures has resulted in substantial improvement in both the store and operational audit functions.

The Auditor General's Report to the Legislative Assembly tabled on April 30, 1983, included a review of the Branch's internal audit program under the heading of "Management Support".

*Store Audit*

The Store Audit section is responsible for performing store audits to ensure that proper financial and management controls are in place to protect Branch assets and promote operational efficiencies. Store audits conducted during the year included complete, cash, partial and special audits as well as the review of agency stores. Highlights of the section's achievements were the successful completion of 194 audits, provision of technical assistance to store and area managers as well as the Security Division. The audit approach was also modified to improve services provided to the Store Operations Department.

*Operational Audit*

The Operational Audit section is responsible for performing operational and comprehensive audits of all Branch, head office functions and related external entities such as breweries, winery stores, agents in the Agent Stocking Program and duty free stores. These audits are concerned with determining the adequacy and effectiveness of both E.D.P. and manual systems in addition to assessing compliance with policy, legislation or agreements. Achievements included the successful resolution of two legal cases involving audit findings, the collection of almost $300,000 of public monies from audits of external entities and the provision of meaningful audit reports which enhanced the level of service to Branch management.

## LEGAL SERVICES

The Legal Services Branch of the Ministry of Attorney General provided ongoing legal services to the Liquor Distribution Branch on a retainer type basis. These services consist of a full range of advice and counsel on such matters as commercial, property, administrative, leasing, contract, computer and litigation law. These services are rendered by lawyers located in both Vancouver and Victoria, so that the Liquor Distribution Branch has ready access to all specialists working with the Legal Services Branch.

## PERSONNEL

*Labour Relations*

The training of first line supervisors and managers continued in the fiscal year. In addition, an extensive series of information seminars took place throughout the province with line managers to familiarize them with the revisions to the Master Agreement brought about through bargaining.

The day-to-day relations climate within the Branch remained stable throughout 1983/84 and sustained the momentum developed in past years. One formal arbitration took place during the fiscal year and one "fastrack" hearing was conducted.

The Retail Stores and Warehouse Component Agreement was renewed as part of the Master Agreement negotiations.

The labour relations year saw a withdrawal of services by the B.C. Government Employee's Union from November 1 through 13, 1983, due to a breakdown in the bargaining process for the Master Agreement. In addition, a significant number of work days were lost in the late summer months with employees absenting themselves from work to attend Operation Solidarity rallies.

*Occupational Health and Safety*

A continuing emphasis on case management of absentee and time loss instances has produced increased accountability in human resource management. This has included several elements including absenteeism monitoring; return to work assessments; alternate employment programs; rehabilitation employment as well as close liaison with the Workers' Compensation Board.

There were 49 site inspections by regulatory safety agencies, 22 inspections with no violations. As a result of one inspection, an asbestos removal project was undertaken in three sections of the Broadway Head Office — Distribution complex.

A consolidated absence report by type of absence is now made available quarterly to monitor trends. The Branch average is 22 days per claim as opposed to all government and crown agencies reporting to the W.C.B. averaging 26 days and the Provincial Government average of 33 days.

*Recruitment/Selection*

The volume of recruitment activity was curtailed during 1983/84 because of restraint and a hiring freeze. Staff normally involved in recruitment were reassigned as necessary.

| | |
|---|---|
| Number of Competitions | 100 |
| Positions Filled | 105 |
| Auxiliaries/Stat Terms Hired | |
| Administration | 27 |
| Stores | 479 |
| Distribution | 33 |
| Number of Terminations | 54 |
| Number of Retirements | 54 |

*Staff Development and Training*

During the fiscal year, approximately 1,000 employees received training to improve their job skills through internal and external courses.

Development programs included first-line supervisory to mid-management staff courses with a major emphasis in the area of results based management for store managers.

Clerical staff were introduced to the concept of DataSpan, in which visual, auditory and ergonomic techniques are combined to increase the rate and accuracy of the work of individuals. At the same time, it helps to overcome and, in some cases, eliminate, many of the occupational health issues experienced by VDT users such as headaches, eyestrain and backaches.

Staff attended Public Service Commission courses at the executive, administrative and clerical levels as well as courses and seminars designed specially to enhance performance on the job. The job-specific courses included distribution operating procedures for new staff and equipment operators, Financial and Information Control System (FICS) information for store staff with the responsibility for designated inputting, monitoring and correcting data, Point of Sale (P.O.S.) training for store staff responsible for programming and monitoring the electronic cash systems and Product Knowledge training for store staff with the responsibility of helping customers with their selections. New

employee orientation, safety, first aid and security training were provided to individuals to improve the level of knowledge and meet department needs.

In areas where instruction was necessary but the topics were outside the scope of Branch training, individuals participated in appropriate courses given by outside agencies.

## PURCHASING

In 1983/84, the Purchasing Department concentrated on improving its operating and consumer service responsibilities, while remaining within restraint guidelines, by placing greater emphasis on efficiency improvement and cost control.

Two sessions of the Listing Committee were held, in the spring and autumn, to review the Branch portfolio and to select new products tendered for general listing. As a result of these meetings 66 new listings were added to the selection of products. Concurrently, 56 low volume products were delisted from the portfolio.

On April 15, 1983, the Heritage Duty Free Shop opened at the border crossing at Douglas, British Columbia. This shop represented the results of a joint project between the Government of Canada - Department of National Revenue, and the Province of British Columbia — Ministry of Consumer and Corporate Affairs. This store is viewed as a pilot test for land based duty free sites along the border between British Columbia and Washington, Idaho, and Montana.

Purchasing secured product for three major events in which the Branch participated. These were the 1983 Beaujolais Nouveau program, the Vancouver Wine Festival, International Wine and Foods Society Festival, and the International Wine Festival held at B.C. Place.

Basic and advanced product knowledge courses for employees were introduced in September of 1983. These courses are not intended to create experts in the field of beverage alcohols — but to enable the staff of the Liquor Distribution Branch to give knowledgeable answers to consumer's enquiries and guide them in their choice of purchase.

As a result of the effort to increase operating efficiency the following improvements have been implemented:

- The metric conversion of a variety of sizes of half-bottles to the standard 0.375 litre size was successfully completed over the course of the year.

  The conversion of various sizes of spirit bottles to the standardized 0.750 litre bottle began in January, 1984, and will continue into 1985. Due to the time interval between conversion dates, the Branch does not anticipate any problems in changing over to the 0.750 litre size package.

- Miniatures were offered for sale in the liquor stores on a one time basis. The 187 ml wine bottles were introduced to the system to test consumer response to marketing merchandisers. The results were favourable and this program will be enhanced over the forthcoming year.

- In May, 1983, the Purchasing Department issued an Agent Information and Procedures Manual which standardizes the procedures for import agents dealing with the Branch. This is the first such manual published for use by agents operating under the Agent Stocking Program.

  Computer-adaptable forms were introduced at the same time as the Manual. When the Purchasing Department introduces its computerized system for buying and managing inventories these forms will ensure that a smooth, orderly, and standardized paper flow results.

As of March 31, 1984, the Branch carried a total of 1,787 listings.

SPECIALTY LISTINGS

Specialty products include such items as rare or premium wines and spirits, unique products or products with unique packaging.

| | |
|---|---|
| Domestic | 60 |
| Imported | 387 |
| Total | 447 |

GENERAL LISTINGS

General listings are those products which have been made available for distribution to all Branch stores.

| | Domestic | Imported | Total |
|---|---|---|---|
| Spirits and Liqueurs | 301 | 161 | 462 |
| Wines | 394 | 383 | 777 |
| Ciders and Beers | 73 | 28 | 101 |
| Total | 768 | 572 | 1,340 |

The general listings are broken down further as follows:

DOMESTIC

| | |
|---|---|
| Canadian Rye Whisky | 92 |
| Canadian Bourbon | 1 |
| Canadian Gin | 24 |
| Canadian Vodka | 42 |
| Canadian Rum | 63 |
| Brandy | 8 |
| Liqueurs | 61 |
| Miscellaneous Spirits (Includes Alcohol) | 10 |
| British Columbia Wines | 388 |
| Other Canadian Wines | 6 |
| British Columbia Cider | 8 |
| British Columbia Beer | 65 |
| Total | 768 |

IMPORTED

| | |
|---|---|
| Blended Scotch Whisky | 54 |
| Malt Scotch Whisky | 3 |
| Bourbon and American Whiskey | 4 |
| Irish Whiskey | 2 |
| Dry Gin | 5 |
| Vodka | 7 |
| Rum | 10 |
| Tequila | 8 |
| Brandy and Cognac | 23 |
| Liqueurs | 42 |
| Miscellaneous Spirits | 3 |
| Fortified Wines | 39 |
| White Table Wine | 192 |
| Rosé Table Wine | 4 |
| Red Table Wine | 122 |
| Sparkling Wine and Champagne | 26 |
| Sake | 2 |
| Cider | 1 |
| Beer | 25 |
| Total | 572 |

## SECURITY

It is encouraging to report once again that employees in the distribution centres, store system and administrative areas are actively promoting and supporting the Branch's Security Program. This fact is clearly borne out by the number of security related incidents that were reported during fiscal year 1983/84. In all, there were 3,686 occurrences and approximately 35 per cent of these incidents required follow up action by Security, while others demanded immediate attention. Approximately 1,069 of these incidents were of a criminal nature and this represented a 19.3 per cent increase over the previous fiscal year. This sizeable gain is largely attributed to a combination of poor economic conditions and increased awareness and reporting by staff.

In order to control and contain the situation, a number of unprecedented Security initiatives were instituted, especially in the areas of asset protection and employee safety. These initiatives included the temporary installation of improved alarm systems for a large number of stores, the employment of Private Security Officers to inspect stores during periods of closure, extensive use of Closed Circuit Television to monitor stores that are subjected to excessive numbers of breaking & entering & theft incidents. The CCTV equipment has been quite effective, as several suspects have been identified and apprehended by the police.

There was a slight decrease in the number of armed robberies, however, the significant decrease in the number of shoplifting prosecutions is directly attributable to the fact that the In-House Store Security Officers have been temporarily re-assigned to property and asset protection duties.

The substantial increase in the number of attempted shoplifting incidents is further evidence of improved reporting and it reflects a conscious effort by staff to control the extent of losses attributable to shoplifters.

CRIMINAL STATISTICS — FISCAL YEARS 1979–1983/84

| | 1979/80 | 1980/81 | 1981/82 | 1982/83 | 1983/84 | Percentage Increase/ Decrease Over Previous Fiscal Year |
|---|---|---|---|---|---|---|
| Robbery (Armed) | 3 | 3 | 4 | 9 | 8 | −11.1% |
| B. & E. & Thefts | 48 | 66 | 113 | 122 | 146 | +19.7% |
| Attempted B. & E. | 46 | 32 | 42 | 42 | 60 | +42.9% |
| Safe Attacks (Stores) | 2 | 1 | 1 | 3 | 7 | +133.3% |
| Attempted Safe Attacks | — | — | — | — | 5 | |
| Shoplifting (Prosecutions) | 73 | 120 | 198 | 383 | 291 | −24.0% |
| Shoplifting (Attempts) | 77 | 104 | 169 | 260 | 464 | +78.5% |
| Physical Assaults on Staff by Members of the Public | 5 | 29 | 25 | 19 | 24 | +26.3% |
| Wilful/Malicious Damage | 69 | 66 | 62 | 58 | 64 | +10.3% |
| | 323 | 421 | 614 | 896 | 1,069 | |
| | | (+30.3%) | (+45.8%) | (+45.9%) | (+19.3%) | |

## STORE OPERATIONS

*Sales and Customer Service*

Sales volume continued to reflect the impact of the economic recession in the province. Dollar sales increased moderately, however, unit volume declined approximately one per cent below 1982/83 levels. The sales product mix illustrates that consumer purchasing habits are changing. Sales of spirits continue to decline as customers shift their purchases to wine products.

During the fiscal year, Store Operations directed its efforts to improve customer service and product availability in several areas. The maximum return level for empty beer bottles was raised from two dozen per day to four dozen per day throughout the province. Store hours were modified to better serve the Branch's customers during periods of peak seasonal demand and to bring hours of sale more into line with the hours of operation of shopping centres in which they are located.

The Department continued to take advantage of new technology to improve customer service and productivity in the store system. During the year a new shelf labelling system was implemented in all stores in the province. The new shelf labels are produced utilizing the Branch's computer-based stock master files and provide accurate and complete product information and pricing on a colourful and attractive label featuring high quality printing and finishing. The system enables the Branch to present custom messages for special events and special products or groups of products. The combination of the new shelf label system and the point of sale cash registers which are utilized in 128 of the Branch's stores largely made possible the discontinuation of item pricing in those stores, and resulted in a significant reduction in operating costs. New computer systems are now under development to assist in the assignment of auxiliary labour in the store system and to provide improved methods for stores to place orders with the Branch's distribution centres.

The Branch took two stores to the customers. A temporary store was established at B.C. Place Stadium during Soccer Bowl '83, in conjunction with the International Wine and Food Festival. In March, 1984, another temporary store was operated at the Hyatt Regency Hotel in conjunction with the Vancouver Wine Festival sponsored by the Vancouver Playhouse. The Branch found enthusiastic support from both suppliers and the public in the operation of these temporary stores.

Store Operations continues to emphasize the need to provide improved levels of customer service and to develop and operate liquor stores which have a pleasing and interesting environment in which our customers will wish to become better acquainted with our products and to make product purchases. Staff identity was improved during the year with the introduction of shirts, blouses and name tags for all store staff.

*Liquor Stores*

During the 1983/84 fiscal year, three additional liquor stores were opened in the communities of Langley, Chilliwack, and Kelowna. The Branch also opened its first "Beer Only" store in the Middlegate Shopping Centre in Burnaby. This store operates in conjunction with the existing Middlegate liquor store. The temporary store in Tumbler Ridge was replaced by a modern new store and five old liquor stores were replaced by new ones in the communities of White Rock, Richmond, Port Moody, Clinton and Salmon Arm. The New Westminster 10th Street store, which was the last large-volume conventional store in the system, was renovated into a modern self-serve store.

Store designs and layouts continue to incorporate many new and innovative designs for improved energy efficiency, operational productivity, customer service and selection. Store decor and colour schemes are designed to create a pleasant shopping atmosphere, and often utilize photographs and themes of the local area or community. The Smithers liquor store received two awards from the Smithers' Alpine Theme Committee for the authentic interior and exterior designs and finishes.

As of March 31, 1984, the Branch operated 217 liquor stores.

*Agency Stores*

In addition to the liquor stores, a total of 95 agency liquor stores are licensed by the Branch providing retail liquor service to the public. During the year, an additional 17 rural agency stores were established in small communities throughout the province. Three rural agency stores closed.

In addition to the 82 rural agencies in operation at year-end, 13 agency stores were in operation at product manufacturing premises. Six of these stores were located at commercial wineries, five at estate wineries, one at a distillery, and one at a brewery. The brewery agency store was a "first" for the province during the year. It was established by the Old Fort Brewing Company in Prince George and provides chilled beer for customers in the Prince George area.

## SYSTEMS AND DATA PROCESSING

*Systems Planning and Development*

Highlights of fiscal year 1983/84 were the successful completion of two major projects.

On behalf of the Finance Department, a new bi-weekly payroll system utilizing a packaged software solution called "GENESYS" was implemented during January, 1984. The system was implemented with minimum disruption to the many employees involved.

In the Store Operations department, following the implementation in all stores of standard shelf labels containing a bar-coded product code, a pilot project to examine the practicality of utilizing hand held wanding devices for product re-ordering was successfully completed. The findings of the pilot project indicated significant benefits to the Branch would be obtained utilizing this state of the art technology.

*Data Processing*

The primary objective of the Data Processing Division, "to achieve economics for the Branch through the effective and efficient use of automated systems", was met during the 1983/84 fiscal year.

Continual review of job schedules, the use of non-prime shift discounts, and close scrutiny of production application programs has realized data processing cost savings of $800,000 (35 per cent below costs for 1982/83).

The Production Control and Software Certification groups have been instrumental in producing statistical graphs highlighting problem areas, monitoring system usage and pinpointing areas for system performance improvement. An average of 1,000,000 transactions per month are key entered and processed, producing over 13,000,000 lines of printed output. Pay cheques, warehouse picking sheets and financial reports are distributed to stores, distribution centres and head office departments each month.

Auditability and security features were emphasized through the Security and Quality Review project which will be continued in 1984/85.

## SUMMARY OF STORE SALES

For the Year Ended March 31, 1984
By Electoral District

| Store No. | Government Liquor Store | Total Sales |
|---|---|---|
| | **ALBERNI ELECTORAL DISTRICT** | |
| 040 | Port Alberni - 10th | 4,033,732 |
| 104 | Port Alberni - Northport | 3,433,312 |
| 118 | Tofino | 802,972 |
| 216 | Ucluelet | 983,048 |
| | **ATLIN ELECTORAL DISTRICT** | |
| 004 | Atlin | 289,353 |
| 047 | Stewart | 632,351 |
| 084 | Cassiar | 933,789 |
| | **BOUNDARY SIMILKAMEEN ELECTORAL DISTRICT** | |
| 014 | Greenwood | 317,571 |
| 015 | Grand Forks | 2,287,726 |
| 019 | Keremeos | 810,689 |
| 039 | Penticton | 4,657,755 |
| 069 | Oliver | 1,813,093 |
| 083 | Osoyoos | 2,145,796 |
| 086 | Summerland | 1,905,762 |
| 130 | Penticton Plaza | 5,537,838 |
| | **BURNABY - EDMONDS ELECTORAL DISTRICT** | |
| 220 | Middlegate | 9,836,559 |
| | **BURNABY - NORTH ELECTORAL DISTRICT** | |
| 077 | Lougheed Plaza | 7,904,722 |
| 137 | Kensington | 4,032,696 |
| 217 | North Burnaby | 9,743,423 |
| | **BURNABY - WILLINGDON ELECTORAL DISTRICT** | |
| 121 | Royal Oak | 3,590,619 |
| 203 | South Burnaby | 5,569,242 |
| | **CARIBOO ELECTORAL DISTRICT** | |
| 043 | Quesnel | 4,284,350 |
| 063 | Williams Lake | 6,843,525 |
| 156 | Quesnel West | 1,778,836 |
| 201 | Clinton | 559,614 |
| 221 | 100 Mile House | 4,570,126 |
| | **CHILLIWACK ELECTORAL DISTRICT** | |
| 007 | Chilliwack | 6,589,083 |
| 057 | Vedder Crossing | 3,253,160 |
| 064 | Agassiz | 1,635,501 |
| 170 | Chilliwack Mall | 119,501 |

| Store No. | Government Liquor Store | Total Sales |
|---|---|---|
| | **COLUMBIA RIVER ELECTORAL DISTRICT** | |
| 016 | Golden | 1,993,855 |
| 017 | Invermere | 2,829,497 |
| 066 | Kimberley | 2,221,913 |
| 245 | Radium | 993,431 |
| | **COMOX ELECTORAL DISTRICT** | |
| 008 | Cumberland | 768,889 |
| 010 | Courtenay | 6,929,805 |
| 034 | Qualicum | 1,988,081 |
| 042 | Parksville | 2,495,649 |
| 157 | Parksville - North | 2,851,444 |
| 235 | Comox | 3,712,035 |
| | **COQUITLAM - MALLARDVILLE ELECTORAL DISTRICT** | |
| 153 | Como Lake | 4,421,085 |
| 200 | Austin Road | 4,668,038 |
| | **COQUITLAM - MOODY ELECTORAL DISTRICT** | |
| 011 | Port Coquitlam | 3,682,831 |
| 089 | Prairie Mall | 2,741,772 |
| 163 | Westwood | 5,917,604 |
| 205 | Port Moody | 3,154,672 |
| | **COWICHAN - MALAHAT ELECTORAL DISTRICT** | |
| 012 | Duncan | 9,147,047 |
| 067 | Lake Cowichan | 1,465,237 |
| 206 | Chemainus | 1,563,439 |
| | **DELTA ELECTORAL DISTRICT** | |
| 025 | Ladner | 4,015,291 |
| 098 | Tsawwassen | 4,603,111 |
| 145 | Scottsdale | 6,689,577 |
| 241 | Kennedy Heights | 10,196,703 |
| | **DEWDNEY ELECTORAL DISTRICT** | |
| 027 | Mission | 4,612,510 |
| 065 | Haney | 5,574,897 |
| 164 | West Maple Ridge | 2,934,476 |
| 165 | Pitt Meadows | 1,299,602 |
| | **ESQUIMALT - PORT RENFREW ELECTORAL DISTRICT** | |
| 068 | Esquimalt | 3,809,527 |
| 125 | Langford | 4,305,720 |
| 219 | Colwood | 3,219,866 |
| 229 | Sooke | 2,028,430 |
| | **CENTRAL FRASER VALLEY ELECTORAL DISTRICT** | |
| 001 | Abbotsford | 5,062,691 |
| 149 | Clearbrook | 4,443,299 |

| Store No. | Government Liquor Store | Total Sales |
|---|---|---|
| | **KAMLOOPS ELECTORAL DISTRICT** | |
| 021 | Kamloops | 6,968,884 |
| 079 | Sahali | 3,428,536 |
| 088 | Clearwater | 1,478,787 |
| 108 | Valleyview | 3,147,200 |
| 138 | Barriere | 755,072 |
| 147 | Westsyde | 1,275,668 |
| 223 | North Kamloops | 6,455,560 |
| | **KOOTENAY ELECTORAL DISTRICT** | |
| 009 | Cranbrook | 4,478,231 |
| 013 | Fernie | 2,121,881 |
| 028 | Sparwood | 1,112,248 |
| 131 | Elkford | 670,721 |
| 151 | Tamarack | 2,191,538 |
| | **LANGLEY ELECTORAL DISTRICT** | |
| 022 | Langley | 7,870,499 |
| 109 | Aldergrove | 3,778,346 |
| 127 | Fort Langley | 1,993,475 |
| 158 | Langley - Willowbrook | 2,292,405 |
| | **MACKENZIE ELECTORAL DISTRICT** | |
| 041 | Powell River | 5,856,504 |
| 080 | Gibsons | 2,901,345 |
| 082 | Ocean Falls | 335,783 |
| 093 | Madeira Park | 1,041,166 |
| 230 | Sechelt | 2,979,854 |
| 232 | Bella Coola | 783,956 |
| | **NANAIMO ELECTORAL DISTRICT** | |
| 024 | Ladysmith | 1,988,334 |
| 033 | Cavan Street | 4,446,789 |
| 134 | Gabriola Island | 616,036 |
| 159 | Harewood | 2,516,233 |
| 243 | Terminal Park | 11,252,724 |
| | **NELSON - CRESTON ELECTORAL DISTRICT** | |
| 018 | Kaslo | 632,653 |
| 032 | Nelson | 5,188,716 |
| 074 | New Denver | 382,158 |
| 075 | Creston | 1,861,792 |
| 162 | Creston (Canyon) | 650,096 |
| 202 | Nakusp | 1,175,827 |
| 207 | Salmo | 622,392 |
| | **NEW WESTMINSTER ELECTORAL DISTRICT** | |
| 031 | 10th Street | 5,771,920 |
| 097 | 8th & McBride | 5,431,227 |

| Store No. | Government Liquor Store | Total Sales |
|---|---|---|
| | **NORTH ISLAND ELECTORAL DISTRICT** | |
| 005 | Campbell River | 10,632,702 |
| 055 | Gold River | 709,433 |
| 056 | Tahsis | 492,249 |
| 115 | Port McNeill | 1,727,485 |
| 128 | Port Alice | 449,374 |
| 168 | Port Hardy (Market Street) | 487,455 |
| 225 | Alert Bay | 462,102 |
| 236 | Port Hardy | 2,463,035 |
| | **NORTH VANCOUVER - CAPILANO** | |
| 030 | North Vancouver - 2nd | 6,759,750 |
| 107 | Westview | 9,303,689 |
| 152 | Capilano Mall | 4,464,995 |
| | **NORTH VANCOUVER - SEYMOUR** | |
| 133 | Dollarton | 2,349,016 |
| 247 | Lynn Valley | 6,699,230 |
| | **OKANAGAN NORTH ELECTORAL DISTRICT** | |
| 062 | Vernon | 6,953,074 |
| 135 | Polson Place | 4,649,329 |
| 214 | Lumby | 1,100,789 |
| | **OKANAGAN SOUTH ELECTORAL DISTRICT** | |
| 020 | Kelowna - Leon | 2,813,653 |
| 103 | Kelowna - Capri | 6,769,354 |
| 143 | Westbank | 2,842,924 |
| 148 | Kelowna South | 4,130,064 |
| 166 | Winfield | 1,453,497 |
| 167 | Kelowna - Orchard Park | 2,141,362 |
| 246 | Rutland | 4,617,373 |
| | **OMINECA ELECTORAL DISTRICT** | |
| 073 | Burns Lake | 1,670,067 |
| 081 | Vanderhoof | 1,661,001 |
| 091 | Fraser Lake | 801,227 |
| 099 | Houston | 1,716,747 |
| 119 | Granisle | 247,553 |
| 248 | Fort St. James | 1,401,778 |
| | **PEACE RIVER NORTH ELECTORAL DISTRICT** | |
| 003 | Fort St. John | 5,956,707 |
| 222 | Fort Nelson | 2,073,055 |
| 234 | Hudson's Hope | 421,699 |
| | **PEACE RIVER SOUTH ELECTORAL DISTRICT** | |
| 169 | Tumbler Ridge | 2,319,465 |
| 212 | Dawson Creek | 4,938,864 |
| 238 | Chetwynd | 1,799,521 |

| Store No. | Government Liquor Store | Total Sales |
|---|---|---|
| | **PRINCE GEORGE NORTH ELECTORAL DISTRICT** | |
| 106 | MacKenzie | 1,838,225 |
| 036 | Prince George - 6th | 5,118,473 |
| 114 | Prince George - Hart | 2,204,975 |
| 239 | Prince George - 20th | 7,561,476 |
| 401 | Old Fort Beer Store* | 865,699 |
| | **PRINCE GEORGE SOUTH ELECTORAL DISTRICT** | |
| 026 | McBride | 495,339 |
| 096 | Valemount | 655,200 |
| 126 | Prince George - 10th | 7,878,229 |
| 154 | Prince George - College Heights | 2,208,479 |
| | **PRINCE RUPERT ELECTORAL DISTRICT** | |
| 035 | Prince Rupert | 7,039,013 |
| 105 | Masset | 1,250,077 |
| 211 | Queen Charlotte City | 1,437,837 |
| | **RICHMOND ELECTORAL DISTRICT** | |
| 076 | Brighouse | 9,851,133 |
| 085 | Lansdowne | 6,579,740 |
| 120 | Shellmont | 4,375,526 |
| 244 | Seafair | 4,714,010 |
| | **ROSSLAND - TRAIL ELECTORAL DISTRICT** | |
| 044 | Rossland | 1,021,881 |
| 051 | Trail | 3,917,737 |
| 078 | Castlegar | 3,134,230 |
| 095 | Fruitvale | 876,410 |
| | **SAANICH & THE ISLANDS ELECTORAL DISTRICT** | |
| 050 | Sidney | 6,036,954 |
| 059 | Trafalgar Square | 2,794,971 |
| 124 | Gorge & Tillicum | 9,281,567 |
| 140 | Cedar Hill | 5,097,824 |
| 155 | Pender Island | 497,501 |
| 204 | Ganges | 2,213,084 |
| 242 | Saanich | 9,076,590 |
| | **SHUSWAP - REVELSTOKE ELECTORAL DISTRICT** | |
| 045 | Revelstoke | 4,026,722 |
| 048 | Salmon Arm | 4,262,729 |
| 049 | Enderby | 1,291,218 |
| 092 | Sicamous | 1,510,852 |
| 215 | Armstrong | 1,404,868 |
| 226 | Chase | 1,930,996 |
| | **SKEENA ELECTORAL DISTRICT** | |
| 046 | Smithers | 3,068,751 |
| 052 | Terrace | 5,660,074 |
| 213 | Kitimat | 3,326,700 |
| 227 | Hazelton | 837,945 |

| Store No. | Government Liquor Store | Total Sales |
|---|---|---|
| | **SURREY ELECTORAL DISTRICT** | |
| 006 | White Rock | 5,888,044 |
| 070 | Cloverdale | 4,494,091 |
| 110 | Ocean Park | 3,560,655 |
| 116 | North Surrey | 5,623,035 |
| 122 | Whalley | 6,458,729 |
| 240 | Guildford | 7,312,621 |
| | **VANCOUVER ELECTORAL DISTRICT** | |
| 038 | Marpole | 6,573,431 |
| 053 | Harbour Centre | 3,250,173 |
| 058 | Hastings & Slocan | 8,705,715 |
| 087 | Victoria Drive | 9,321,980 |
| 090 | 4th & Alma | 7,564,369 |
| 094 | Bute Street | 4,315,205 |
| 100 | Central Licensee | 47,841,700 |
| 102 | Dunbar | 3,839,768 |
| 111 | Commercial | 5,883,741 |
| 112 | Cardero | 4,899,045 |
| 113 | Senlac | 8,967,571 |
| 117 | Broadway & Maple | 10,854,245 |
| 123 | Kingsgate | 7,435,260 |
| 129 | Thurlow | 6,000,339 |
| 136 | Arbutus | 3,268,589 |
| 141 | 13th & Granville | 2,822,219 |
| 144 | Mandarin Centre | 1,807,292 |
| 146 | 18th & Cambie | 3,467,310 |
| 160 | 39th & Cambie | 11,656,320 |
| 210 | Kerrisdale | 4,244,865 |
| 233 | Robson | 8,087,290 |
| 237 | 28th & Main | 4,977,412 |
| | **VICTORIA ELECTORAL DISTRICT** | |
| 061 | Nootka Court | 3,657,763 |
| 142 | Yates Street | 3,244,891 |
| 150 | James Bay | 2,950,433 |
| 161 | Quadra & Hillside | 8,082,395 |
| 218 | Fort Street | 8,526,944 |
| 231 | Government Street | 10,796,188 |
| | **WEST VANCOUVER - HOWE SOUND ELECTORAL DISTRICT** | |
| 072 | West Vancouver | 7,595,636 |
| 101 | Pemberton | 684,002 |
| 208 | Squamish | 2,885,239 |
| 228 | Park Royal | 7,821,636 |
| 302 | Whistler | 2,178,779 |

| Store No. | Government Liquor Store | Total Sales |
|---|---|---|
| | **YALE - LILLOOET ELECTORAL DISTRICT** | |
| 002 | Ashcroft | 823,844 |
| 023 | Lillooet | 1,498,912 |
| 029 | Merritt | 2,593,443 |
| 037 | Princeton | 1,706,800 |
| 060 | Cache Creek | 1,047,409 |
| 071 | Hope | 2,738,779 |
| 139 | Logan Lake | 613,070 |
| 209 | Lytton | 429,339 |
| | TOTAL | $857,511,493 |

* Consignment Agency Store

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